



Memorandum

TO: ALL CHILDREN ACHIEVE
COMMITTEE

FROM: Sara L. Hensley

**SUBJECT: GANG PREVENTION AND
INTERVENTION PROGRAMS**

DATE: 03-24-04

Approved

Date

PURPOSE

The purpose of this memorandum is to provide an informational update to the All Children Achieve Committee on the Gang Prevention and Intervention Programs.

BACKGROUND

In the last decade, the Mayor's Gang Prevention Task Force has taken a lead in developing a comprehensive service delivery system, which incorporates the continuum of prevention, intervention and suppression services. Police, Probation, Parole, CBOs, and PRNS have developed strong relationships with each other, which have been key to the success of carrying out the continuum of services and curbing youth and gang violence. Due largely to the collaboration among providers and the existing continuum of services, San José has been able to quickly respond to the recent spike in youth violence.

This memo outlines these service delivery systems that provide gang prevention and intervention services and also summarizes some of the strategies developed for the coming fiscal year.

ANALYSIS

The new Youth Services Master Plan, *Blueprint for Bridging the Digital Divide (Blueprint)*, as developed in 2001, outlines a broad continuum of individual, family and community service strategies for developing San José youth from "cradle to career." These services are designed to intentionally create developmental changes in attitudes and behaviors as promoted by the *Blueprint*. The Mayor's Gang Prevention Task Force has taken a lead in developing a number of the following prevention and intervention programs to deal with youth and gang violence in San José.

Prevention

San Jose After School Program:

The San Jose After School Program provides a safe, clean place for youth to go during after school hours. The Program collaborates with schools and CBOs to offer academic, cultural, recreation, literacy and nutrition programs. Currently there are 255 After School Program sites in elementary, middle and high schools, with approximately \$8 million dollars invested in this effort. This strong collaboration between the City, school districts and CBOs has been key to the City's ability to leverage City funds with State and Federal grants. Of the \$8 million dollars allocated to afterschool programs, \$2.2 million are general fund, \$3.4 million are in HNVF funds and \$2.4 million are funded through various State and Federal grants. Youth are less likely to become involved in gangs and other juvenile delinquent behavior with these alternative opportunities available to them, especially during after school hours between 2:00 P.M. and 6:00 P.M.

Intervention Services

San Jose B.E.S.T. Program:

As San Jose After School becomes the primary provider of prevention services, San José B.E.S.T. Program has targeted approximately 67% of its funding towards intervention services for youth exhibiting high risk and gang-involved behaviors. In FY 2003-2004, the B.E.S.T. Program budget is \$3 million of which \$2.4 million dollars were granted to fund youth service providers. By the end of fiscal year 2003, these providers leveraged a combined total of matching funds in the amount of \$2.6 million dollars, a 110% match to provide these services. B.E.S.T.-contracted services include gang mediation, intervention and youth support groups, parent involvement, gang awareness training, conflict resolution, outpatient substance abuse, and truancy reduction. The San Jose B.E.S.T. Service Providers, made up of 34 CBO and County agencies and schools, play a critical role in intervening in a troubled youth's life, preventing further escalation of high-risk behaviors.

Striving Towards Achievement with New Direction (S.T.A.N.D.):

The STAND Program for women and men is designed to assist females and males, ages 12 to 21, to disassociate themselves from gang involvement or lifestyle and guide them towards positive alternatives. The 15 week long curriculum provides support group meetings along with case management, offers youth a neutral setting to discuss issues such as education, health issues, life skills, self-esteem, substance abuse, domestic violence, conflict resolution, and gang awareness. Catholic Charities and the County are the only two agencies that provide limited services similar to STAND. Otherwise, the City is a sole provider of this type of program. The total cost for this program is \$470,000.

Clean Slate Tattoo Removal Program:

The Clean Slate Program targets young adults between 14-25 years of age to assist with leaving the gang-lifestyle by removing tattoos in exposed areas of the body such as hands, neck, face and arms. Since 1995, the Clean Slate Program has removed over 3,000 gang related tattoos and provided over 40,000 hours of tattoo removal treatments. These services, which are provided by volunteer doctors and medical staff at the Santa Clara County Health and Hospital System, have resulted in increasing opportunities for youth in education, employment, community service and

becoming more self-sufficient and productive citizens. In order to be accepted into this program, participants must demonstrate they are employed (if over 18), enrolled in school (if under 18), complete required community service hours and be removed from gang affiliation. The annual cost of this program is \$184,000.

Crisis Response

Safe School Campus Initiative/Right Connection:

The Safe School Campus Initiative/Right Connection (SSCI), a \$2.42 million dollar program, is the City's crisis response protocol for responding to incidents of youth violence in and around schools. Since its inception in 1996, the protocol has drastically improved communication and collaboration among schools, the police department, City youth programs, probation, and community-based organizations in responding to youth related violence. SSCI protocol is currently at all high schools, middle schools, and community schools, and on an as-needed basis at all elementary schools in San José. The SSCI is also responsible for creating a Code Red protocol and providing schools with training and equipment to deal with a crisis situation such as an "active shooter" or intruder on a school campus.

The SSCI protocol utilizes a coded response format to alert all partners to the level of response to be initiated. For example, a Level 1 response informs partners that an incident is in progress and requires police to be primary responders and handle the situation through 911. A Level 2 response informs partners they require an immediate response because an incident is brewing and likely to occur. In this case, intervention services with law enforcement patrol are the primary responders. A Level 3 response informs partners that there is a "rumor" or potential for an incident to occur and the intervention services are the primary responders.

In FY 2002-2003, there were a total of 531 requests for Level 1, 2, or 3 services, a 14% increase in referrals compared to 463 requests for service in FY 2001-2002. This increase in utilization of SSCI services by schools is due in large part to the extensive training provided to schools, as well as the growing trust and communication between the SSCI teams and schools.

Next Steps

Capacity Building

PRNS is embarking on a "multi-service delivery system" to become more effective and responsive to community needs. In light of the budget deficit, the need to be more efficient is crucial. This "multi-service delivery system" incorporates a "hub" model in which a primary facility is identified in each council district. Out of each "hub," staff will be able to provide a range of services from recreation activities to community organizing to intervention services. Plans are being developed to build the capacity of our centers to address gang activity. The focus will be on engaging these youth in center programs and activities, providing gang and safety information and training to existing community groups, such as SNI groups, Center advisory councils, NACs and Neighborhood Associations, coordinating local safety committees comprised of neighborhood leaders, law enforcement, schools, and CBOs, and providing staff training on center lock-down procedures (i.e. Code Red protocols).

Develop a Community Safety Protocol

PRNS is in the initial phase of developing a structured and coordinated community safety response protocol in order to address any critical incidents of youth violence, crime, or criminal gang activity occurring in or around community centers and in the community. The protocol will be modeled after the successful practices and protocols of the Safe School Campus Initiative already in place in our schools. The new Community Safety Protocol will expand these practices into our city facilities and neighborhoods. Training will be developed and provided to PRNS staff on how to mobilize all staff in communities and youth centers, and community partners in increasing safety in their community.

COST IMPLICATIONS

There are no general fund cost implications associated with this memo.

COORDINATION

This report was coordinated with the City Attorney's Office.

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and Neighborhood Services